



IMA-EURO After Action Review For FY06 Transformation

Mr. Peter Sun, Facilitator

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***Our Mission:* Manage Army installations to support readiness and mission execution - provide equitable services and facilities, optimize resources, sustain the environment and enhance the well-being of the military community**

Leading Change for Installation Excellence



What is this After Action Review About?

- A professional discussion of FY06 Restationing and Restructuring Activities.
- Focused on the top five lessons learned from each participant.
- A summary of what happened and why it happened.
- Highlighting successes (sustain) and problems (to be resolved).
- Identifying agents for change.
- Allows designated POCs a vehicle to follow-up recommendations.



Rules of Engagement

- Don't be thin skinned
- Be open and candid
- Don't shoot the messenger





FY06 Transformation AAR



AGENDA

	<u>Slides</u>	<u>Minutes</u>	
Facilitator: Welcome Comments		1	
Regional Director: Opening comments			4
Facilitator: AAR Guidelines		3	
Human Resources	4		12
Plans	1	3	
Operations	2	6	
Emergency Services	1	3	
Stationing Management	4	12	
Logistics	4	12	
Resource Management	1	3	
Public Works	5	15	
Morale, Recreation and Welfare	3	9	
Public Affairs	1	3	
Facilitator: The Way Ahead		3	
Recorder: Due-Outs		5	
Regional Director: Closing Comments			4

NOTE: 120 minutes total, less opening/closing comments and due-outs (20

minutes) leaves 3 minutes for each of the 26 slides



FY06 Transformation AAR



Human Resources Division (HRD)

Ms. Mary Griffin-Bales



Human Resources Division (Civilian Personnel)

ISSUE: Fragmentation of HR Functions

DISCUSSION: Structural and programmatic complexities complicate transformation planning and execution:

- There are three Human Relations components (Civilian Personnel Division (CPD) at USAREUR, IMA-EURO HRD, and the Civilian Human Resource Agency (CHRA).
- There are three separate personnel systems (Appropriated Fund, Non-Appropriated Fund, and Local National Employment)

RECOMMENDATION: The three HR components must continuously and consistently collaborate in:

- Planning the transformation strategy
- Preparing for transformation actions, even prior to announcements
- Adjusting the strategy, as needed
- Coordinating all aspects of strategy execution
- Advising Commanders on execution of the strategy



FY06 Transformation AAR



Human Resources Division Army Substance Abuse Program (ASAP)

ISSUE: Transformation Planning

DISCUSSION: The Army Drug Control Officer (ADCO) was not included in

transformation planning committees which met frequently.

Decisions

were made about Army Substance Abuse Program (ASAP) staff and TDA

that were neither discussed with the ADCO nor were in the best interests

of the ASAP. As an example, USAG Schweinfurt ASAP was not given enough TDA support to match the population. ADCO learned of decisions by accident and by chance, sometimes after important decisions were made that were very hard to undo.

RECOMMENDATION: ADCO should be included in Transformation Planning.



Human Resources Division (Administrative Services Office)

ISSUE: Disposition of Army Records

DISCUSSION: Records management is especially important during transformation, deployment, and inactivation of units. Records document the history of Army activities and are the basis for current and future decisions.

RECOMMENDATION: Commanders must ensure records are controlled, maintained, and retired according to Federal law and Army directives by:

- Ensuring the office records lists are current and approved.
- Transferring, via official record containers, permanent, long-term records, and those with remaining retention periods to the Overseas Records Holding Area (ORHA). (Garrison records manager approves SF 135s before shipment.)
- Destroying short term records when retention periods expire or when the records are no longer needed.
- Preparing file labels and SF 135s using the Army Records Information Management System (ARIMS)



Human Resources Division (Army Continuing Education System)

ISSUE: Ceasing testing operations related to DANTES

DISCUSSION: Testing centers are required to cease operations 90 days prior to the actual closure of the testing center. No DANTES tests can be ordered or administered and test results are not provided during that 90 day period, although the testing center still remains open and non-DANTES tests are administered. This results in customers becoming confused on where they can take various DANTES tests and where and how they can obtain their test results. This 90 day cease operations requirement is far longer than necessary and penalizes examinees. For the closure of the Wuerzburg Test Site, a waiver was obtained, which permitted cease operations only 60 days prior to closure. This allowed customers to complete all testing requirements while still ensuring sufficient time to properly close the testing center.

RECOMMENDATION: IMA-EURO propose to DA that the DANTES Examination Program Handbook be changed to reflect zero day cease operations requirement for OCONUS sites.



Plans Division

Ms. Kathleen Ahsing



PLANS DIVISION

ISSUE: Consistent and Authoritative Projected Populations for European Theater Planning, Resource Development, and Justification

DISCUSSION: The Army database for capturing current and future populations on Army installations is the Army Stationing and Installation Plan (ASIP). Due to the pace and classification of transformation actions in Europe and the annual cycle for updates to the ASIP, the credibility of the ASIP has suffered. Therefore, alternative informal references have been developed and utilized. As a result, multiple population figures are utilized in various forums and requirements generation encompassing facilities, garrison staffing, community support activities and services (AAFES, DeCA, DoDDS, etc), and BASOPS requirements.

RECOMMENDATION: Develop joint (USAREUR/IMA) Lean Six Sigma Black Belt level project to refine the documentation, recordation, and dissemination process of military and civilian ASIP figures in the Europe theater. A by-product would be the identification of roles and responsibilities internal/external to USAREUR and IMA-EURO in the development of ASIP data.



FY06 Transformation AAR



Operations Division

Mr. Michael Dietrick



Operations Division



ISSUE: Host Nation Notification (HNN)

DISCUSSION: HNN is a synchronized process involving numerous agencies and units who must make notification IAW the matrix timeline to ensure proper notification sequence is maintained IOT legally notify LN employees. Garrisons are not making notifications in accordance with the matrix timeline. Often, USAG Commanders deviate from the timeline without notifying the IMA-EURO Operations Division prior to execution. HNN is a SECDEF mandated event; the HNN timeline is a requirement rather than a guide.

RECOMMENDATION: Garrison Commanders must make HNN notifications per the HNN matrix.



Operations Division

ISSUE: IMA-EURO Public Affairs Office (PAO) integration into the Host Nation Notification (HNN) process

DISCUSSION: During the FY06 Transformation, the IMA-EURO PAO was not fully integrated into the HNN process. The PAO responsibilities should include providing public affairs guidance (PAG) input, distributing PAG to affected garrisons, and publishing/tracking a public information campaign within affected communities (i.e. local installation papers and internet sites). As a single POC for IMA-EURO in regards to the PAG and public information, the PAO should use all media avenues to inform soldiers, civilian employees, family members, and the public.

RECOMMENDATION: PAO is fully integrated into the HNN process and takes lead with regards to PAG input and public announcements.



Directorate of Emergency Services (DES)

MAJ Matthew Coulson



Directorate of Emergency Services

ISSUE: Installation Closure Dates

DISCUSSION: DES requires timely notice regarding installation closure dates. This allows the Office of the Provost Marshal and Provost Marshals to backward plan. The Garrison Provost Marshal Offices are utilizing borrowed personnel to fulfill their patrol requirements. This resource is becoming more and more scarce as we continue to fight the GWOT. Timely notification allows us to return personnel to the 18th Military Police Brigade in order to support their increased mission requirements.

RECOMMENDATION: Enhanced lines of communication between IMA-EURO SMO and Directorate of Emergency Services.



FY06 Transformation AAR



IMA-EURO Stationing Management Office (SMO)

Ms. Patricia Jackson



Stationing Management Office

ISSUE: Notice to Close Banks, Credit Unions, and Commissaries

DISCUSSION: Adequate notice must be given by Garrison Commanders before closing banks, credit unions, and commissaries. If not, risk is taken that these facilities will remain open without a customer support base. The standard is: Garrison Commanders (GC) submit memorandum through IMA-EURO NLT 7 months prior to projected closure date of a bank or credit union; NLT 6 months prior to projected closure date of a commissary.

RECOMMENDATION: Adjust standard to eight months' notice. IMA-EURO SMO to send memorandum to closing garrisons with new standard, along with guidance for pre-done bank/credit union/commissary closure request packet which would be



Stationing Management Office

ISSUE: Trail Party/Residual Soldiers

DISCUSSION: During FY06 Transformation, not all trail party/residual soldiers were identified and accounted for in a timely manner. Questions arose regarding what would happen to those awaiting disposition (ETS, retirement, medical evaluations, and all others not going with the unit); who would be accountable for these soldiers; where they would work; what they would do, who would be responsible for UCMJ, etc. Not everyone is gone by the E date.

RECOMMENDATION: Garrisons, ICW IMA-EURO SMO, coordinate with impacted units to identify trail party/residual soldiers as early as possible and ensure that community closure timelines recognize the need to address this issue.



Stationing Management Office

ISSUE: IMA-EURO Community Closure Template Timelines

DISCUSSION: The current garrison closure template timeline has five phases: (1) Sustainment Operations; (2) Unit Exodus/Service Reduction; (3) Close Out of Community Services; (4) Garrison Decommissioning; and, (5) Installation Turnover. This template is based on a closure announcement being received far in advance, allowing an extended, deliberate planning cycle, and programmed execution over a seven-month period. Changes in unit missions and other factors can delay garrison closures and require major adjustments to template timelines.

RECOMMENDATION: SMO coordinate with the IMA-EURO principal staff to revise the current timeline to better portray unscheduled events which impact garrison closures. Redesign garrison IPR slide templates. Schedule IPRs to coincide with benchmarks.



Stationing Management Office

ISSUE: IMA-EURO Staff Assistance Request (SAR) System (formerly known as Request for Information (RFI) System)

DISCUSSION: This system provides a formal mechanism to receive queries from the Direct Report Garrisons. Once queries are received, they are tasked to the IMA-EURO staff or coordinated with external commands or agencies. Responses are quickly transmitted to the requesting Garrison. Responses are archived in an electronic database to facilitate future transformation actions.

RECOMMENDATION: IMA-EURO SMO should sustain the current SAR system, use SARs as a source for Lessons Learned and After Action Report (AAR) input, and staff a policy memorandum to formalize the SAR system. Make past SARs available on IMA-EURO SMO webpages.



FY06 Transformation AAR



Logistics Division

Mr. Craig Deatruck



Logistics Division

ISSUE: Coordination of Household Goods (HHG) Moves in Response to Short-Notice Personnel Actions

DISCUSSION: During high surge periods, HHG transportation capacity may diminish to the point where there is no service for days at a time. This creates complications. For instance, late personnel actions such as orders and duty station assignments shorten Soldiers' PCS window. In other cases, the garrison is requiring the vacancy of on-post quarters by a designated date.

RECOMMENDATION: Garrisons affected by FY07 transformation actions utilize the Personnel Disposition Roster/Preference Statement (PERDROPS) to book HHG transportation for soldiers pending the receipt of orders from personnel authorities.



Logistics Division

ISSUE: Synchronization of Unaccompanied Personnel Housing (UPH) Across Garrison Boundaries

DISCUSSION: Garrison transportation offices were forced to move some unaccompanied unit Soldiers twice when the unit and origin PW cleared barracks without full coordination with the destination PW. The second local move at destination was then funded by IMA-EURO.

RECOMMENDATION: Stronger synchronization of local intra-theater moves between affected unit Commanders and garrison PWs.



Logistics Division

ISSUE: Movement of Office Furniture

DISCUSSION: As units draw down, office furniture often gets unilaterally moved to other units or garrison activities without coordination with the IMA-EURO Logistics Division. This adversely impacts incoming units who expect the vacated buildings to be furnished.

RECOMMENDATION: Garrison Commanders ensure office furniture is not moved from vacated buildings unless approved by the IMA-EURO Logistics Division.



Logistics Division



ISSUE: Closing Fuel Facilities

DISCUSSION: Timely notice must be given to Garrison Directorates of Public Works (DPW) and Logistics (DOL) before closing fuel facilities. If not, garrisons will incur the risk of not closing facilities in the prescribed timeframe for handover to the Host Nation.

RECOMMENDATIONS:

- **Commanders at closing installation must review the USAREUR G4 Commanders Checklist regarding closure of fuel facilities, and coordinate with the garrison DPW and DOL regarding the inactivation processes.**
- **Garrison DOLs and DPWs must energetically seek out previously- unknown fuel sites for appropriate action.**



Resource Management Division (RMD)

Mr. Stephen Pratt



Resource Management Division



ISSUE: Transformation and Integrated Global Presence and Basing Strategy (IGPBS)

DISCUSSION: During FY06, the funding situation for many transformation issues was unclear, resulting in delays and in some cases, reduction of support. It was determined that the incoming Stryker support and the IGPBS transformation costs could be paid with GWOT and/or supplemental funding. This assured that all stationing actions were completed and that the required Stryker support was given. In FY07, funding is set aside under the GWOT Army Modular Force (AMF). It is expected that future IGPBS and transformation support will be provided through the rest of the POM cycle for European drawdown.

RECOMMENDATION: RM Division continue to program and budget for IGPBS, transformation and GWOT stationing costs, while developing requirements for SRM transformation funding to ensure that funds are programmed early for FY07 transformation and stationing costs.



FY06 Transformation AAR



Public Works Division (PWD)

Mr. Allen Rasper



Pubic Works Division (Real Estate Office)

ISSUE: Timely Submission of Documentation

DISCUSSION: Timely submission of the AE Form 405-8A-R (Disposal of Real Estate) enables the Real Estate Office to provide notice to the Host Nation and property owners. This is necessary to ensure that the Host Nation can schedule manpower to inspect and receive the installations in a timely manner. Delayed return results in extended U.S. operating costs.

RECOMMENDATION: Garrisons, immediately upon decision to release, provide the IMA-EURO Real Estate Office with required documentation.



Public Works Division (Operations & Maintenance Office)

ISSUE: POL Tank Inventory

DISCUSSION: POL Tank inventory should include a field in the inventory database that indicates the type of leak detection system for that tank, i.e., glycol. Some underground storage tanks (UST) contain glycol within the tank double wall space as part of the leak detection system. Some do not. If USTs are to be decommissioned, this information is absolutely necessary.

RECOMMENDATION: DPW O&M Division records during the annual tank inventory or during field verifications (which occur a year before closure) whether a UST's leak detection system contains glycol or other compounds. Ensure scheduling of inspections NLT one year prior to



Public Works Division (Public Works Office)

ISSUE: Government-Directed Move Authority must exist in OPORDs/FRAGOs with Command Endorsement

DISCUSSION: There is a reluctance by garrisons to enforce government-directed moves of residents without explicit authorization and mission support. Early movement of families before they deploy or take follow-on assignments as “commuters” is a prudent measure to ensure timely facility returns to the Host Nation and unnecessary added government expenses. Directed moves are a commander’s tool for effectively managing housing inventories.

RECOMMENDATION: IMA-EURO SMO should ensure that OPORDS and FRAGOs include specific guidance that gives garrisons the authority to direct government moves of residents in both on- and off-post government housing.



Public Works Division (Housing Office)

ISSUE: Housing Furniture Policy

DISCUSSION: Soldiers expressing interest in buying furnishings from their quarters have been disappointed to learn that there was very little if any excess for offer.

RECOMMENDATION: Garrison Commanders must let soldiers know that, unlike the 1990's, there is currently very little excess furnishings available for sale to service members.



Public Works Division (Operations & Maintenance Office)

ISSUE: Accuracy of Underground storage POL tank (UST) Inventories

DISCUSSION: Garrisons inventory UST and above-ground storage tanks (AST), as required by regulation. These inventories are sometimes outdated. For example, some tanks have been moved or discontinued, but are still listed as active. Some new tanks do not appear in the inventory at all. Other errors include: missing tank capacity, lack of identification of fuel type, and lack of or wrong building numbers associated with tank location.

RECOMMENDATION: DPW O&M Division perform an accurate POL tank inventory field verification one year before announced closure dates.



Morale, Welfare and Recreation Division (MWRD)

Mr. Michael Cain



FY06 Transformation AAR



MWR Division

Child and Youth Services (CYS)

ISSUE: Child Care Availability during Transformation

DISCUSSION: Installation CYC Operations Plan (ICOP) must include methodology to recruit or retain the staff necessary to maintain critical services. The ICOP must contain instructions to hire contract interns, initiate emergency hiring actions, plan for consolidation of programs (Child Development Centers and School-Age Services) as enrollment and staffing decrease, and provide care in alternative settings such as Child Development Homes.

RECOMMENDATION: In accordance with the ICOP, form CYC transition team as soon as formal closure announcement is made. Transition team will use ICOP, existing CYC transition checklists, and lessons learned in other communities to effectively manage CYC staffing levels during Transformation.



MWR Division Personally-Owned Vehicle (POV) Disposal

ISSUE: POV Disposal

DISCUSSION: Per Army in Europe Regulation 190-1, vehicles that have been determined by the Provost Marshal's Office to be abandoned or non-operational may be transferred to an MWR strip lot, Garrison Directorate of Logistics (DOL), or a Host Nation junk dealer. Per Commander Checklists for Garrison closure, MWR strip lots will not accept vehicles after E-180, and will not sell vehicles after E-170.

RECOMMENDATIONS:

- **Garrison DOLs will develop a plan for staging deserted and abandoned POVs pending final disposition from E-120 to E-90.**
- **Before announcing a POV sale, Garrison leadership coordinate with Region PMO, DOL, and MWR staff to**



FY06 Transformation AAR



MWR Division



ISSUE: Asset Management

DISCUSSION: Garrison closure is a time of increased risk in asset management.

RECOMMENDATIONS:

- In accordance with Commander Checklists for Garrison closure, Transforming Garrisons contact IMA-EURO Subject Matter Experts to coordinate the disposition of cash, property, equipment, resale merchandise, and records.
- Garrisons enforce normal out-processing procedures to transfer responsibility (hand receipts, keys, approval authority) when employees leave.



FY06 Transformation AAR



Public Affairs Office (PAO)

Mr. Jeff Young



Public Affairs Office

ISSUE: Public Affairs Guidelines to Garrisons

DISCUSSION: Better guidelines should be developed to help garrisons address sensitive issues, such as community closures, when there has been no public announcement. Since transformation activities will continue regardless of a public announcement, the impacts of such activities, and how IMA-EURO addresses them in subsequent public releases, has not been sufficiently addressed.

RECOMMENDATION: IMA-EURO Public Affairs Office develop a



Due Outs

- Increase frequency of Stationing IPR's with the Garrison's. (SMO/ENG)
- Establish benchmarks based on detailed timelines for base closures. (SMO/ENG)
 - Redesign garrison IPR slide templates
 - Schedule IPR's to coincide with benchmarks
- Prepare pre-positioned packet of information to release by PAO upon HNN and identify trusted agents. (PAO/SMO)
- Information campaign for installation closures. (PAO)



Due Outs

- Change DANTES Exam Program Handbook to reflect zero day cease operations for DANTES testing at OCONUS sites. (HR)
- Evaluate role of CONUS PERSCOM in orders process. (HR ICW USAREUR G1)
- Evaluate POV disposal/strip lots and dates to stop accepting vehicles. (MWR/DOL)
- ASIP Black Belt project ICW USAREUR. (PLANS)



Due Outs

- Change suspense for garrison submission of bank/credit union/commissary closure memos to eight months. (SMO)
- Issue guidance for garrisons to have pre-prepared packets requesting bank/commissary closure ready for submission upon announcement of garrison closure. (SMO)
- Make Staff Assistance Requests (SARS) available on SharePoint. (SMO)
- Ensure item included in timeline to inspect all underground fuel tanks NLT one year prior to announced closure date. (SMO ICW ENG)



INSTALLATION MANAGEMENT AGENCY



“Sustain, Support and Defend”